SASKATCHEWAN WESTERN DEVELOPMENT MUSEUM:

STRATEGIC PLAN (2011 - 2016)

Condensed Version

Approved by the WDM Board of Directors, December 2, 2011

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Mandate (Revised Statutes of Saskatchewan, 1978)

The Western Development Museum Act (Section 11) specifies that the Board shall endeavour:

a) to procure by gift, donation, devise, bequest or loan wherever possible, and by purchase where necessary and desirable, tools, machinery, implements, engines, devices and other goods and chattels of historical value and importance connected with the economic and cultural development of western Canada;

b) to collect, arrange, catalogue, recondition, preserve and exhibit to the public, the tools, machinery, implements, engines, devices and other goods and chattels referred to in clause (a);

c) to stimulate interest in the history of the economic and cultural development of western Canada;

d) to co-operate with organizations having similar objects.

Mission

The Western Development Museum is the keeper of Saskatchewan's collective heritage. The Museum shares the province's unique sense of place with all people for their understanding and enjoyment – recognizing that the legacy of the past is the foundation for a sustainable future.

Organizational Values

- Teamwork and Communication
- Trust and Respect
- Freedom with Accountability
- Loyalty and Commitment
- Honesty and Integrity
- Initiative and Creativity

Goals: 2011-2016

Goal 1 - Improve the quality of the visitor experience with topical exhibitions, programs and services that foster a sense of place, enhance community well-being, celebrate diversity and promote provincial pride.

Goal 2 - Continue developing working relationships and partnerships with community organizations to enhance the WDM's profile and effectiveness as a socially responsible museum.

Goal 3 - Reduce the WDM's ecological footprint in a financially responsible manner and become a provincial demonstration site to showcase energy efficiency.

Goal 4 - Refine, build and care for the collection to ensure that it is an asset for future generations and not a burden - by maximizing its public accessibility and improving its condition, utility and security in accordance with professional standards.

Goal 5 - Diversify the revenue base to enhance long-term sustainability.

Goal 6 – Explore new ways of using new technology to support WDM's goals, with particular reference to the visitor experience.

Strategies and Key Results

Goal 1 - Improve the quality of the visitor experience with topical exhibitions, programs and services that foster a sense of place, enhance community well-being, celebrate diversity and promote provincial pride.

Strategies

1. Update the Exhibit Master Plan

2. Expand the visitor experience at all four Branches by animating the exhibits and programs through the use of interpreters, actors, story tellers, drama, music, dance and live demonstrations.

3. Explore the use of social media and mobile technology to enhance the visitor experience

4. Upgrade the look and content of existing exhibits by rotating collections on a regular basis among the Branches, as well as showcasing new acquisitions and artifact exchanges

5. Offer controlled public access to the reserve collections through ticketed tours, by developing a pilot project at the Curatorial Centre.

6. Develop a travelling exhibit gallery in each Branch with the advice of the Canadian Conservation Institute

7. Complete all aspects of the WTPG exhibition by December 31, 2012 within the allocated funding.

Key Results:

1. Increased attendance at all Branches.

2. Quantifiable increase in visitor satisfaction as indicated by visitor satisfaction surveys (the quality and quantity of visitor comments), including the diversification of the audience (age, ethnicity and income levels).

3. Increased donations, including private, corporate and foundation contributions.

4. Increased membership in all categories.

5. Completion of high profile physical improvements at each Branch, as identified in the annual building inspection.

Goal 2 - Continue developing working relationships and partnerships with community organizations to enhance the WDM's profile and effectiveness as a socially responsible museum.

Strategies:

1. Liaise with community groups/organizations/businesses in each Branch community to identify, understand and address community issues and interests, with particular emphasis on youth involvement (Grades 9-12).

2. Form partnerships with the appropriate groups/organizations to develop programs and services for new immigrants to Saskatchewan.

3. Continue to build relationships with First Nations and Métis communities for the purpose of collaborating on mutual interests and aspirations, including the creation of a WDM staff liaison position for an aboriginal or Métis individual.

4. Develop a case for broader community representation on the WDM's Board of Directors and present this case formally to the provincial government.

5. Partner with a social service agency or business/corporation to host a free day (or half day) at the WDM for disadvantaged residents in all of the Branch communities.

Key Results:

1. Community issues and interests are being addressed at each Branch in conjunction with community organizations, including the identification of priority projects with work plans that involve youth and "new" Canadians.

2. Completion of the terms of reference, consultation process and protocol for First Nations collaboration, including a First Nations liaison position on the WDM staff.

3. Completion of a case for support, a work plan and a critical path for expanding representation on WDM's Board of Directors.

Goal 3 - Reduce the WDM's ecological footprint in a financially responsible manner and become a provincial demonstration site to showcase energy efficiency.

Strategies:

1. Reduce energy consumption, resource use and operating costs with energy conservation initiatives and sustainability strategies, such as using environmentally-friendly products, solar lighting, wind power, and recycling.

2. Continue to identify and secure funding and technology partnerships (community, government, corporate, foundation and private) to support sustainability initiatives at the WDM.

3. Collaborate with Saskatchewan's research and development community to enhance public understanding of environmental sustainability, and provide collections and stories that serve as antecedents and models for contemporary environmental technologies.

4. Form a staff working group to develop and implement a plan to reduce all forms of energy and material consumption at the WDM, including an Environmental Sustainability Policy that contains "best practices".

Key Results:

1. Completion of an energy audit to determine current energy consumption at all Branches and the Curatorial Centre.

2. Completion of an Environmental Sustainability Policy to ensure a high level of environmental responsibility in the WDM's internal operations.

3. Completion of at least one energy conservation project or sustainability strategy per year, such as completing the installation of the HVAC (heating, ventilation and air conditioning) fan speed controls in all facilities.

Goal 4 - Refine, build and care for the collection to ensure that it is an asset for future generations and not a burden - by maximizing its public accessibility and improving its condition, utility and security in accordance with professional standards.

Strategies:

1. Complete the Collection Management Policy, the Conservation Strategy, and the Collection Grading Project, as well as eliminate the backlog of uncatalogued objects.

2. Review and update the Collections Management Policy, including a collections plan with criteria for collecting and refining the collections through grading and deaccessioning. The development of this policy must include the Branches, all of the collecting areas, conservation and the library/photographic collections. The Extension Collection must also be addressed in this policy, with particular reference to its care, use and future development, as this collection is essential in enriching the visitor experience. The issues of storage capacity and expansion development are integral with this process.

3. Develop a long-term conservation strategy for the preservation and use of the collection.

4. Design a pilot project to grade a portion of the permanent collection (to determine provincially significant assets and those that are not).

5. Expand the WDM's storage capacity.

Key Results:

1. Backlog of uncatalogued objects eliminated.

2. Completion of the Collections Management Policy (including the library and photographic collections) and the Conservation Strategy.

3. Completion of a collections grading demonstration project in collaboration with the Province under the auspices of their new Culture Policy.

Goal 5 - Diversify the revenue base to enhance long-term sustainability.

Strategies:

1. Expand earned revenues and establish revenue targets for 2011/2012.

2. Develop a long-term strategy to increase the Endowment Fund, including involving the Board of Directors in initiating and stewarding donations to the fund.

3. Develop a facilities rental policy

4. Develop and implement a policy to ensure that large donations to the collections and other major sponsorships, such as exhibition galleries, are accompanied by funding for long-term care and maintenance.

Key Results:

1. Identification of one new earned revenue source at each Branch and the Curatorial Centre in 2011-2012, for an overall 5% increase in earned revenues by the end of fiscal year 2011-2012 (compared with 2010-2011 earned revenue). Alternately, if creation of new earned revenue

sources proves not to be feasible, then work towards achieving an overall 5% increase in earned revenues in this timeframe, from existing revenue sources.

2. An increase in the Endowment Fund.

3. A consistent and comprehensive facilities rental policy to enhance earned revenues.

4. Increased operating funding to offset the long-term costs of major artifact donations and sponsorships.

Goal 6 – Explore new ways of using new technology to support all of WDM's goals.

Strategies:

1. Establish a multidisciplinary, staff working group to assess current knowledge, trends and initiatives in the use of social media and new technology, as background for the development of a pilot project.

2. Design and implement a social media pilot project, such as a QR (Quick Response) code that will lead cell phone users to the WDM's website. Users with a camera phone equipped with the correct reader application can scan the image of the QR Code to display text, contact information, connect to a wireless network, or open a web page

Key Results:

1. The QR code has increased the use and value of WDM's website, services and programs, as determined by website analytics software to chart the traffic to the site driven by the social media accounts.

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ADDENDUM

As per Board motion approved on
April 17, 2015

Goal 7 – Increase visitation and stakeholder engagement.

Strategies:

1. Development of a marketing and branding strategy by which the WDM builds market awareness and perception of an offering that reaches beyond the traditional pioneer theme.

2. Development of an expanded innovation strategy by which the WDM will continue to complement its current offering by showcasing and interpreting more recent stories of Saskatchewan innovation.

Background:

The Board of Directors and Management team of the Western Development Museum (WDM) came together to participate in a facilitated strategic planning session on January 22, 2015. The work of the WDM is currently guided by the 2011-2016 Strategic Plan; this year represents the final year of this plan.

It was agreed to add a new Goal to the WDM's current Strategic Plan as follows:

"Increase visitation and stakeholder engagement."

It was agreed to add the two strategies listed above under Goal #7.